



Fairfax County
Planning Commission
Strategic Plan
2004-2008

TABLE OF CONTENTS

▶ OVERVIEW	3
▶ MISSION	6
▶ VISION	6
▶ VALUES	6
▶ MAJOR TRENDS/KEY DRIVERS	7
▶ OUTCOMES/RESULTS	11
▶ STRATEGIES/INITIATIVES BY BUSINESS AREAS	15
Documentation of Planning Commission Actions	15
▶ Goal: To Document Commission Actions In A Timely Manner	15
Land Use Application Verification and Notification	16
▶ Goal: To Meet or Exceed Established Deadlines for Notifications	16
▶ Goal: To Develop a Public Education Program on the Notification Process	17
Customer Service	18
▶ Goal: To Respond To Citizen Inquiries With Accurate Information and Referrals	18
▶ Goal: To Strengthen Partnerships With Other Boards and Commissions	18
Education and Outreach	19
▶ Goal: To Foster Community Participation In Planning	19
Administrative Support Services	20
▶ Goal: To Attract And Retain A High Quality Workforce	20
▶ Goal: To Align The Organization To Strategic Priorities	20
▶ Goal: To Provide Orientation For New Planning Commissioners	22
▶ Goal: To Build An Organizational Culture That Embraces Change	22
▶ Goal: To Design An Effective Workforce Plan	22
▶ SUMMATION	23

► OVERVIEW

The Planning Commission's Strategic Plan for 2004-2008 describes the mission, vision, values, general goals and objectives for both the Planning Commission and its administrative staff. It reflects the staff's strong commitment to serve all of our customers, both internal and external; and presents a plan for accomplishing goals and objectives by 2009. This strategic plan will be integrated into existing program and budget processes, and together will serve to align our programs, organization and budget with our overall mission and function, as well as that of the County as a whole. The strategic plan provides an overall guide for use in formulating our annual budgets and can be used as a tool to set priorities and allocate resources.

This strategic plan expresses our desire to focus on communication and education for decision support, as well as foster a dynamic and change-oriented culture within this small organization, with a performance level commensurate with anticipated resources. The goals and objectives included are not meant to exhaust all possible approaches, but to give clear examples of how the Commission and its staff will realize established goals.

At the end of each year, we will evaluate our performance and measure what has been achieved with performance indicators that relate to our core mission and responsibilities. We will also revise our plan, as necessary, to reflect any changed circumstances.

In devising the Commission's Strategic Plan, background information and ideas were sought through the development and execution of a customer survey. This was distributed to Commission members, Board of Supervisors' offices, County staff, land use attorneys, developers, and citizens through our website, at Commission meetings, by email, and to walk-in visitors. While the total number of respondents was not large (approximately 100), the feedback was very consistent. We were able to obtain feedback on the current services provided by our administrative staff, information on the website, and what services might be useful in the future. With this information, our administrative

staff was able to meet and discuss options and develop strategies for our future, utilizing the County's vision elements and goals set forth by the Board of Supervisors.

The Commission's strategic plan has encompassed appropriate strategies outlined by the Countywide vision elements, and strives to build upon those vision elements in its normal practices. As part of the Planning Commission's review and recommendations on the Comprehensive Plan and various land use applications, emphasis is placed on the following applicable Countywide vision elements:

Building Livable Spaces – The primary mission of the Commission is to focus on creating desirable places to live and work in the community and it accomplishes this through its review of land use applications and implementation of the County's Comprehensive Plan. This Plan, created through the work of citizen committees in each supervisory district, and updated on a regular basis, reflects the character, history, and natural environment of the County, and is modified to reflect changing needs. Further, through the work of its Housing Committee, in conjunction with members of the Redevelopment and Housing Authority, vital community issues, such as revitalization of older neighborhoods and affordable housing for all County residents, are brought to the forefront for discussion and possible recommended changes to County policies.

Maintaining Safe and Caring Communities – Another focus of the Planning Commission, through its review of the Comprehensive Plan and Capital Improvement Projects, is to enhance the quality of life of County citizens by insuring the proper location and siting of needed facilities for health care, education, housing, public safety and recreational needs.

Connecting People and Places – Transportation, an integral part of connecting County areas and its citizens, is another area that is vital to the Commission's review and normal workload. The Commission, through its Transportation Committee, meets periodically with Transportation Advisory Commission representatives to discuss the County's Transportation Plan in general, as well as specific transportation issues that arise. Before

making recommendations to the Board of Supervisors concerning pending development applications, the Planning Commission carefully considers the adequacy and safety of the County's existing and/or planned road network and works with developers, through the proffer system, to provide enhancements as appropriate.

Maintaining Healthy Economies – While the Planning Commission does not directly focus on the economic viability of individual land use projects, the Commission does make recommendations regarding community infrastructure, primarily through the Comprehensive Plan and Capital Improvement Program, to assist the Board of Supervisors in helping to maintain a healthy economy in Fairfax County.

Practicing Environmental Stewardship – Through the work of its Environment Committee, in partnership with the Environmental Quality Advisory Council, and its Parks Committee, in partnership with the Fairfax County Park Authority, the Planning Commission advises the Board of Supervisors on a broad spectrum of environmental concerns. Whether the issue is preservation of the Occoquan Basin, restoration of the Chesapeake Bay watersheds, best practices regarding floodplains and storm water management, lessening the negative impacts of noise and light pollution, or requiring developers to provide trails and sidewalks to proposed developments, the Commission endeavors to protect and enhance the environment and open space areas in the County, as well as make the best use of existing resources when reviewing land use applications and making policy recommendations.

Creating a Culture of Engagement – Through the public hearing process and various land use committees, the Commission continually engages the community to determine its views and seek input on pending cases. In addition, the Commission continues its “PC Roundtable” Program on Channel 16 to help educate and inform County residents on various relevant land use issues that are timely, with an opportunity for viewers to also ask questions through its “Mailbag” segment.

Corporate Stewardship – Primarily through the work of its Administrative Staff, the Planning Commission continues its long time practice of superb customer responsiveness, ensuring that Commission information is accessible in an accurate and timely fashion by consistent and efficient use of County resources.

► MISSION

The mission of the Planning Commission itself is to provide the Board of Supervisors and/or the Board of Zoning Appeals with recommendations on land use policies and plans that will result in orderly, balanced and equitable County growth.

The mission of the staff of the Planning Commission Office is to:

- Provide administrative support to the Planning Commission;
- Provide verbal and written assistance on land use issues;
- Actively support and encourage public participation in the land use process;
- Document actions of the Commission; and
- Provide information about actions of the Commission.

► VISION

The Fairfax County Planning Commission and its administrative staff are committed to excellence in our work through support of open, honest and respectful communication; respect for diversity; continuing innovation and technological advancement; encouragement of community involvement in the land use process; and dedication to delivering outstanding and cost effective service in an ever-changing environment.

► VALUES

We, the members of the Planning Commission and its administrative staff, adopt the following values to achieve our mission, support our vision, and guide our actions:

- **Effective Communication** is the open and honest sharing of verbal and/or written information in a fair and equitable manner.
- **Teamwork** is working cooperatively; respecting differing backgrounds and points of view; and collaborating to achieve a common goal through empowerment and shared leadership.
- **Professional Excellence** is seeking and promoting continuous growth and improvement; demonstrating integrity; resolving problems or conflicts in a non-confrontational manner; accurately and efficiently fulfilling obligations; and maximizing opportunities for positive change .
- **Efficient Resource Management** is working cost effectively; adapting work methods to changing circumstances; and suggesting and implementing ways to improve customer service, personal performance and agency goals.

► MAJOR TRENDS/KEY DRIVERS

In accordance with requirements outlined in the *Code of Virginia*, the *Zoning Ordinance of Fairfax County*, and the Commission's own *Bylaws and Procedures*, obtaining citizen input on pending land use applications and/or policy issues is a key driver for the Planning Commission and its staff. In the last five years, the Planning Commission has held an average of 95 regular Commission and committee meetings annually to ensure that the public had ample opportunity to comment on land use matters affecting the greater Fairfax community. During its public hearings, the Commission heard verbal statements from 3101 citizens and also received in excess of 6200 written position statements between 1998 and 2002.

The following major trends have been observed during this timeframe: (1) a stable Commission to Board concurrence rate; (2) an increase in the number of deferred public hearings and/or decisions; (3) an increase each year in the number of verbal and written position statements submitted by the public; and, (4) an increase in the number of committee meetings. Details of these trends are noted below:

(1) The Board of Supervisors has consistently concurred with at least 98% of the recommendations forwarded by the Planning Commission. This high concurrence rate demonstrates the level of commitment undertaken by the Commission in ensuring that the majority of issues raised by applicants and surrounding neighborhoods are resolved prior to consideration by the Board of Supervisors.

(2) The time needed for this in-depth negotiation between citizens, Commissioners and applicants has resulted in the deferral of an increasing number of public hearings and/or decisions only. A short term deferral (to a date less than 30 days from the original hearing date) by the Planning Commission and/or the Board of Supervisors requires staff of the Commission Office to renotify abutting property owners of the new hearing date. Each short term deferral has an associated cost in staff processing time and postage. For longer-term deferrals, while the applicant bears the cost for renotification by certified mail, the Commission Office still must verify the accuracy of all notifications. Given the growing complexity of cases due to infill development issues, it is expected that this trend will continue along with its subsequent impacts on the workload of the Commission staff.

(3) With its 90-100 open meetings per year, citizens are provided many opportunities to address the Planning Commission. As noted, during its public hearings alone, the Commission heard verbal statements from 3101 citizens and received in excess of 6200 written position statements between 1998 and 2002. Committee meetings also provide a forum for input on policy issues during initial deliberations by the Commission and several hundred County residents have taken this opportunity during this same timeframe, particularly over such matters as the Residential Development Criteria

changes, and the Chesapeake Bay Ordinance Amendments. Such input is highly valued by the Commission and assists greatly in forging needed compromises on issues at hand.

(4) While the number of Planning Commission regular meetings has remained fairly stable over this time period, the number of committee meetings continues to increase due to the interest of members in reaching out to other boards and commissions on related areas of interest. The Commission operates joint committees with the School Board, Park Authority Board, Redevelopment and Housing Authority Board, Transportation Advisory Commission and the Environmental Quality Advisory Commission, who meet on a regular basis, as well as other ongoing committees established to ease transactions of normal business. The Commission also establishes ad-hoc committees, as needed, on special-interest issues that may arise, such as its recent Residential Development Criteria Committee, which focused on that needed revision. Such committees are established for specific study areas of a short-term nature that may require multiple meetings with County staff and relevant interested parties. While this results in many additional Committee meetings for its members, the Commission has found that it can handle these areas of study where the Board of Supervisors desires Commission input much more productively by this operational method.

(5) Between November 2002 and November 2003, the eight-person administrative staff of the Commission will have experienced a turnover rate of 50%, or four positions, due to the retirement of three long-time staff members and the loss due to promotion of one to another County office. This highly unusual turnover rate in several key positions in the office, including the Clerk to the Commission and Deputy Clerk positions, has resulted in the Agency realigning various duties among staff positions and upgrading one clerical position to better reflect current requirements and responsibilities for this office.

In this same time period, the Commission's administrative staff has continued to streamline its overall management practices and has been able to:

- ❖ Increase the summary and verbatim completion rates performed by the Clerical branch to ensure that Commission action information is available to the public in a shorter time period and that draft minutes are available online approximately one month from the actual Commission session;
- ❖ Continue to provide fast, flexible, and dependable customer service by responding to most information requests within two working days or less;
- ❖ Continue to verify all notifications for land use applications scheduled for public hearings before both the Planning Commission and the Board of Supervisors in an expeditious fashion to ensure that no deferrals of hearings have been necessary due to notification discrepancies;
- ❖ Streamline the citizen review process for Area Plan nominations, yet insure that more abutting and adjacent homeowners and civic associations become aware and involved in the review process through broader notification procedures;
- ❖ Facilitate the creation of a three-part video series on the Land Use Process in Fairfax County, in simple language, that is shown regularly on Channel 16 to explain both the Comprehensive Plan Review process and the land use application review process in general terms for citizens with very limited knowledge of the County's system;
- ❖ Initiate a monthly Planning Commission Roundtable series on Channel 16 to explore various planning topics of interest to the general public in a timely fashion and offer an opportunity for the public to ask questions of general interest through our Commission mailbag feature;
- ❖ Utilize the County's website to provide citizen-friendly information on the Planning Commission, its staff, upcoming schedules of public hearings, actions and recommendations taken, as well as facilitating the ability of citizens to sign up to

speak at upcoming hearings and contacting the Commission and its staff on a 24/7 basis.

► Outcomes/Results

Under its Strategic Plan, the Planning Commission, and its Administrative Staff, will focus its efforts in the following areas to mirror the County's vision elements:

Building Livable Spaces - Creating desirable places to live and work is a primary focus of the Commission through its ongoing review of land use applications and implementation of the County's Comprehensive Plan. This will be continued through the Commission's review of all land use applications and Plan amendments scheduled for public hearings, with appropriate recommendations forwarded to the Board of Supervisors. As this is the crux of the Commission's business, this will be a major outcome of each year of the Strategic Plan. The Commission will also continue its collaboration with the Redevelopment and Housing Authority to propose policy changes that may be deemed appropriate, and forward such changes to the Board of Supervisors.

Connecting People and Places - As part of its land development review, the Commission will continue to carefully consider the adequacy and safety of the existing and/or planned road network and work with developers, through the proffer system, to amend or provide enhancements as appropriate, forwarding appropriate recommendations to the Board of Supervisors. In addition, the Commission will continue to collaborate with the Transportation Advisory Commission to propose any policy changes deemed appropriate, and forward such changes to the Board of Supervisors.

Maintaining Healthy Economies - Also as part of its normal ongoing review process, the Planning Commission will continue to make recommendations regarding the community infrastructure, primarily through the Comprehensive Plan, 2232 review and

Capital Improvement Program, to assist the Board of Supervisors in helping to maintain a healthy economy in Fairfax County.

Practicing Environmental Stewardship - Through the work of its Environment Committee, in partnership with the Environmental Quality Advisory Commission, and its Parks Committee, in partnership with the Park Authority Board, the Commission will continue to advise the Board on a broad spectrum of environmental concerns, such as the Chesapeake Bay and Occoquan watersheds, impacts of noise and light pollution and provision of sidewalks and trails to protect and enhance the environment and open space areas in the County and make the best use of existing resources.

Creating a Culture of Engagement - Through its public hearing process and various land use committees, the Commission will continue to engage the community to determine its views and seek input on pending land use applications and policy issues. The Commission will continue its “PC Roundtable” Program on Channel 16 to help educate and inform County residents on timely land use issues. In addition, the Commission’s staff will initiate an outreach program with County schools and citizen associations in FY’05 to help educate County residents on the basics of the County’s land use and notification processes.

Corporate Stewardship - Primarily through the work of its Administrative staff, the Commission will continue its long time practice of superb customer responsiveness, as measured by its FY’03/’04 customer survey, to ensure that Commission information is accessible in an accurate and timely fashion through efficient use of County resources.

New initiatives include the development of notification instructions for land use applications and Area Plan Review nominations to allow accessibility through website and email, as well as training that will be developed for all interested parties on all notification processes. It is anticipated that such training will also be accomplished within existing resources.

The next few pages outline the anticipated timeline of activities that are expected to be executed, given current staffing levels, to execute our action plan:

Strategies	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Continue to complete meeting verbatims by BOS hearing dates	xx	xx	xx	xx	xx
Continue to complete and post summaries within one week	xx	xx	xx	xx	xx
Complete and post draft minutes within one month	xx	xx	xx	xx	xx
Approve minutes within six months		xx	xx	xx	xx
Complete committee minutes prior to next scheduled meeting	xx	xx	xx	xx	xx
Distribute reports, memos & correspondence within one week using available technology	xx	xx	xx	xx	xx
Verify notices in 17 days or less	xx	xx	xx	xx	xx
Develop notification process training		xx			
Streamline notification submission process	xx				
Consider online and email submissions for notifications	xx				
Consider online submission for APR nominations		xx			
Update submission procedures for APR & OTPAs	xx				
Provide training for PC and DPZ staff on notification process & PC procedures		xx			
Create guide for notification process		xx			
Add new website section on FAQs on notification process	xx				
Rebroadcast program on notifications on Channel 16 & make copies available	xx				
Develop directory identifying what agencies can respond to specific land-use questions		xx			

Strategies	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Continue use of Channel 16 to promote educational efforts	xx	xx	xx	xx	xx
Continue PC Roundtable program on Channel 16	xx	xx	xx	xx	xx
Improve website & expand citizen interaction opportunities	xx	xx	xx	xx	xx
Create brochure explaining differences between PC and BZA		xx			
Update/maintain Citizen handbook & seating chart	xx	xx	xx	xx	xx
Create educational programs on land use process for use with schools & civic associations		xx (schools)	xx (civic associations)		
Create plan to educate & encourage participation of non-English speaking citizens in land use process				xx	
Conduct educational programs with County schools		xx	Xx		
Conduct educational programs with Civic associations				xx	xx
Update/maintain new employee training materials		xx	xx	xx	xx
Develop formal orientation for new PC members	xx				
Update PC Handbook	xx	xx	xx	xx	xx
Encourage completion of VCPA Certified PC members program	xx	xx	xx	xx	xx
Design/update workforce succession plan		xx	xx	xx	xx
Update and modify action plans associated with strategic plan		xx	xx	xx	
Add land use definitions to website	xx				

► Strategies/Initiatives by Business Areas

Documentation of Planning Commission Actions

Services encompass: (1) preparation of summaries and minutes of each Commission meeting held; (2) preparation of minutes for each Committee meeting held; (3) preparation of verbatim excerpts for each land use decision made; (4) preparation of all related reports, memorandums, and correspondence on land use recommendations made by the Commission.

► Goal: To Document Commission Actions In A Timely Manner

Strategies:

- Continue to complete all meeting verbatims in a timely fashion to meet designated Board of Supervisors' hearing dates
- Continue to complete summaries and post on website within one week of each Commission session
- Complete and deliver draft minutes to the Commission Secretary within one month of public hearing date; post on website
- Finalize approval by the Commission of draft minutes no later than 6 months after receipt, in accordance with Commission Bylaws
- Complete Committee minutes prior to the next scheduled meeting; seek approval by the Committee members at next designated meeting

- Continue to complete and distribute reports, memorandums, and correspondence within one week, and seek to utilize available technology for distribution

Land Use Application Verification and Notification

Services encompass: (1) verification of initial notices sent by applicants by certified mail to abutting property owners for public hearings held by both the Planning Commission and Board of Supervisors on pending land use applications; (2) notifying abutting property owners by first-class mail of new public hearing dates on land use applications deferred by the Planning Commission and/or Board of Supervisors; (3) notifying abutting property owners by first-class mail of public hearings by the Planning Commission and Board of Supervisors on proposed amendments to the Comprehensive Plan; (4) responding to citizen inquiries about the County's notification process.

► Goal: To Meet or Exceed Established Deadlines for Notifications

Strategies:

- Continue verification of notices for Planning Commission and Board of Supervisors' public hearings within 17 days or less of planned hearing dates.
- Develop training modules to educate applicants, County staff, and developers on the County's notification process.
- Streamline submission process for notifications, and consider online and email submission, to allow applicants an opportunity to submit early notification lists to the Commission Office by redesigning the following documents:

*-- Instructions for Preparing Legal Notices for Planning
Commission Public Hearings; and,*

*-- Instructions for Preparing Legal Notices for Board of
Supervisors Public Hearings.*

- Revise and consider an online submission process for Area Plan Review nominations, as well as updating procedures for inclusion in the *Citizens Guide to the Area Plans Review Process*.
- Streamline the process and consider online submission for Out-of-Turn Plan Amendments.
- Improve inter-agency communications, including education of new Commission staff on planning issues and Department of Planning and Zoning staff coordinators about the notification process and Commission procedures.

► **Goal: To Develop a Public Education Program on the Notification Process**

Strategies:

- Create, in booklet form, a *Citizen's Guide to the Public Hearing Notification Process* for distribution in appropriate venues.
- Develop and add to the Commission's website a new section entitled "Frequently Asked Questions about the Notification Process in Fairfax County."
- Develop a training module about the notification process for presentation through the outreach program at community association meetings.
- Periodically broadcast on Channel 16, and make available for copy purposes, the 2003 PC Roundtable Program on the notification process in Fairfax County.

Customer Service

Services encompass: (1) Responding to all requests for information on Commission business and general land use questions, including telephone, mail, walk-ins and website inquiries; (2) coordinating Commission Committee schedule and activities with other Boards and Commissions.

► Goal: To Respond To Citizen Inquiries With Accurate Information and Referrals

Strategies:

- Provide accurate responses or referrals immediately.
- For questions requiring research, provide estimated response time.
- Direct citizens to our web site when appropriate.
- Develop a glossary of land-use terms to post on the website.
- Develop a directory for land-use related questions that identifies which agencies can appropriately respond.

► Goal: To Strengthen Partnerships With Other Boards and Commissions

Strategies:

- Facilitate sharing of appropriate information and shared interests with the Park Authority, Redevelopment and Housing Authority, School Board, Transportation Advisory Commission, Board of Zoning Appeals and Environmental Quality Advisory Council.
- Encourage associations with neighboring jurisdictions' planning commissions to help promote more regional planning effort.

Education and Outreach

Services encompass: (1) coordination of script, ideas, and participants for Commission's "Roundtable" Program on Channel 16; (2) coordination of educational outreach program with civic and homeowner associations and County schools on Commission activities; (3) development of educational materials on Commission activities.

► Goal: To Foster Community Participation In Planning

Strategies:

- Create and conduct educational programs with civic associations and local schools to highlight role of the Planning Commission in the County's land use process.
- Create and implement a plan to educate and encourage the participation of new citizens in the land use process.
- Create and implement a plan to communicate with community leaders, keeping them informed of important upcoming land use issues.

- Continue use of available web technology to improve the existing Commission website and expand opportunities for citizen interaction.
- Continue use of Channel 16 to promote educational efforts on Commission activities.
- Create a brochure explaining the jurisdictional differences between the Planning Commission and the Board of Zoning Appeals.
- Maintain and update the Citizen Handbook and Commissioner seating chart.

Administrative Support Services

Services encompass: (1) scheduling all land use applications heard by the Commission; (2) scheduling Committee meetings; (3) preparing all correspondence/reports, as requested, for Commission members; (4) preparing annual budget and all related financial activities; (5) preparing management/statistical reports; (6) implementing all related agency responsibilities for FAMIS, CASPS, PRISM, and BREP systems; (7) managing related staff activities.

► Goal: To Attract And Retain A High Quality Workforce

Strategies:

- Develop an employee orientation program to emphasize Commission's mission, vision and values.
- Develop and update new employee training materials.

- Establish an internal workforce planning process to determine future recruitment needs based on changes to the workforce and evolving agency priorities. Implement recruitment strategies to meet projected needs.
- Conduct a training needs assessment to determine aggregate training needs for the future. Develop and implement a training plan based on the identified future needs.
- Develop effective strategies to hire, develop and retain a workforce that reflects the County's diverse populations.
- Provide staff training to enhance skills in effectively serving a culturally diverse customer base.
- Ensure performance evaluations meet County standards.

► **Goal: To Align The Organization To Strategic Priorities**

Strategies:

- Communicate vision and strategic priorities to all employees to facilitate a shared vision of the Commission's mission, strategy and supporting behaviors.
- Continue to evaluate key internal processes to ensure that identified priorities are met, and implement changes as needed to minimize any overlapping functions and costs.
- Conduct an annual review of the strategic plan to measure accomplishments and update and modify action plans.

► **Goal: To Provide Orientation For New Planning Commissioners**

Strategies:

- Update Planning Commissioners' Handbook.
- Develop a formal orientation program for new Commissioners, including coordination of efforts with the Departments of Planning and Zoning, Public Works and Environmental Services, and Transportation.
- Encourage Commissioners to complete the Certified Planning Commissioners Program offered by Virginia Citizens Planning Association.

► **Goal: To Build An Organizational Culture That Embraces Change**

Strategies:

- Align job assignments and recognition to reinforce teamwork, innovation and alignment with current strategic priorities.
- Conduct a workforce survey to identify perceived barriers to increased innovation, teamwork and commitment. Review survey results and identify appropriate actions.

► **Goal: To Design An Effective Workforce Plan**

Strategies:

- Examine workforce competencies, i.e., the skills, knowledge, abilities and personal attributes that, taken together, are critical to successful work accomplishment.
- Using available retirement projections, create a plan to replace lost competencies and corporate knowledge.
- Project the type of skills that will be needed on staff in the future, and either retrain existing staff or plan to hire for needed competencies.

► **Summation**

As set forth, this five-year strategic plan for the Commission and its administrative staff continues our strong commitment to focus on communication efforts and education for decision support. Each goal and objective mirrors these efforts to provide support land use activities by the Board of Supervisors through continual communication methods and educational outreach to the entire wide-ranging customer base that the Commission serves. Although relatively small, our organization has high ambitions that are established herein and we anticipate a performance level commensurate with ongoing stable resources.

The goals and objectives set forth are not meant to exhaust all possible approaches and will likely be modified over the term of the plan. However, we do believe that this plan does give clear examples of how the Commission and its staff will realize established goals that fit well within the Countywide vision elements outlined by the Board of Supervisors and the County Executive.